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ABSTRACT

Members of the automotive parts distribution industry responded to a survey on the specific attitudes, values, knowledge, and skills necessary for students planning to enter the industry, as the basis for revision of an associate degree curriculum in Automotive Parts Management. The survey instrument, sent to 252 industry members (99 responded), consisted of seven questions on participants' backgrounds and 85 statements sampling various facets of an entry level management position, which respondents rated for desirability on a five-point scale. The statements covered three categories: attitudes and values, operational knowledge and skills, and management knowledge and skills. Attitude and value items received the highest and most consistent ratings; 21 of the 27 items in this section ranged between strongly recommended and essential. The majority of the 21 items pertained to human relations factors. Only eight out of 28 operational knowledge and skill items were in the strongly recommended to essential category; these items dealt with money matters, inventory, and cataloging. Ten out of the 28 management knowledge and skill statements were strongly recommended to essential; these items pertained mostly to inventory followed by personnel and profit related matters. Study data are appended. (TH)

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# AUTOMOTIVE PARTS MANAGEMENT SURVEY

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A Report Presented to

Dr. O. Nelson

Dr. R. Gebhart

Mr. E. Morical

University of Wisconsin - Stout

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Field Study Requirement

Education Specialist Degree

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by

Edward J. Kuehn

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# INTRODUCTION

The Automotive Parts Distribution industry is sufficiently complex and sophisticated to warrant a post-secondary educational program. This segment of the total automotive industry is responsible for distribution of automotive replacement parts to facilities that service automobiles, trucks and other vehicles for consumers. With programs of this type being rather uncommon, it is of necessity that input from the industry be included when making decisions on curriculum priorities.

## Purpose of the Study.

The survey with which this report deals was done to determine the specific attitudes, values, knowledge, and skills needed for someone who will be entering the automotive parts distribution industry in a management or management trainee capacity. Up until now the area of knowledge and skills has been assigned priorities of importance by the Program Director. Inasmuch as the industry is accepting graduates of this program, the industry should therefore be surveyed and their input be included in making decisions on priorities of importance in curriculum.

## Scope of the Study.

The instruments, Appendix B, Documents I, II, and III, are directed toward individuals already employed in the automotive parts distribution industry functioning in some management capacity. The person filling out the survey questionnaire was asked to assign a degree of importance to each of the statements on the questionnaire based upon his/her personal assessment of that particular item.

## METHODOLOGY

### Evaluation Rationale

This research project grew out of the need to improve the curriculum for a two-year, associate degree program in Automotive Parts Management at South Georgia College. The program originally approved by the University System of Georgia was based upon a rather nebulous syllabus of an existing program, similar in nature, at Northwood Institute in Michigan. It was felt that the Northwood program was not sensitive enough to the needs of this locality, therein necessitating a survey of regional businesses to develop a program to meet the local needs.

An undertaking of this sort normally involves investigating other similar programs and doing a literature search to see what has been done previously in the way of research.

At the time this project began the only known programs were at Northwood Institute and the University of Southern Colorado. The Northwood syllabus did not provide much insight into course content and all that was available on the Colorado program was their catalog and course descriptions.

A search of the Educational Resources Information Center, "ERIC," provided access to articles on curriculum development research projects in general industrial, and automotive service, management areas but none specific to automotive parts management. Some information was available on two vocationally-oriented parts programs dealing with training automotive parts countersales persons. However, countersales is only one area of responsibility for someone in a management position in automotive parts distribution. These resources, however helpful,

were somewhat limiting for the needs of this program.

Instruments.

Development of an instrument that would extract the needed information from the sample population began with an attempt to produce a structure of knowledge specific to automotive parts management. The American Industries outline and other reference sources were evaluated as guides for the creation of a structure. It was a synthesis of the research done by this writer that resulted in a preliminary structure of knowledge which, in turn, provided the basis for development of the survey instrument. It was felt that this would draw out the type of information needed to make the necessary curriculum decisions.

The survey questionnaire that evolved from the foregoing consisted of seven questions designed to gather background information on the respondents, and eighty-five statements sampling the various facets of an entry level management position in the automotive parts distribution channels. The statements were divided into three categories. They are Attitudes and Values, Operational Knowledge and Skills, and Management Knowledge and Skills. Each category became a separate questionnaire, all approximately equal in length, and included the seven background information questions. The survey questionnaire was designed in this manner to reduce its length so that the respondents would not view filling out the questionnaire as a cumbersome task. It was anticipated that this would result in a higher percentage return than would have been obtained if the complete questionnaire were sent to all individuals in the sample population. It did result in the total number of subjects filling out any one section being somewhat limited.

As stated previously each questionnaire that was distributed carried with it the background information questions. In the main body of the questionnaire the statements were arranged and instructions were given so that the respondent was asked to react to each statement on a five point rating scale. The rating scale, which is explained on the questionnaire, ranges from "NN" Not Needed, meaning the person can function on the job without this knowledge or skill, to "E" Essential, meaning the person would be ineffective on the job without this knowledge or skill.

The respondents were instructed to react according to their perceptions of each item.

Data Collection Management.

The survey was conducted during the summer of 1977 following a pilot survey and a revision of the questionnaire. The questionnaires were distributed in several ways in an attempt to get maximum exposure and to insure a substantial percentage of return. A portion of the questionnaires were used at the closing session of the Georgia Automotive Wholesalers Convention. Others were distributed with intercompany correspondence of an affiliated jobber. Still others were mailed to the stores in an independent jobber chain. The largest mailing went to the Georgia Automobile Dealer's Association districts that cover the southern portion of the state.

To each questionnaire was attached a cover letter briefly describing the purpose of the survey. (See Appendix B, Document IV)

The questionnaire itself was printed in such a way that all the person needed to do was to fold it with the return address showing and mail it as the postage was provided.

There were a total of 252 questionnaires distributed of which 99 were

returned with usable data. The percentage return is slightly more than 39 percent. For a breakdown of the returns by which category of business completed the three types of questionnaires see Appendix A, Table A.

Data Analysis and Decisions.

To help understand the tabulated results it is necessary to define several terms. Throughout this report the term "affiliate" will refer to an aftermarket parts distribution business that is part of a recognized distribution association such as the National Automotive Parts Association, NAPA, The American Parts System, APS or others.

An "Independent" is an aftermarket parts business that is not part of a recognized group. An "Auto Dealer" is a franchised outlet for a new vehicle.

One of the major differences in the types of businesses represented is the portion of the business dealing with parts distribution. The spectrum ranges from the parts business being a departmental aspect of an auto dealer to it being the total business of a jobber without a machine shop.

The tabulation of the background information as shown in Table B, Appendix A, shows that seventy-five percent of the responding businesses have ten or less employees, with forty-four percent having three or less. This indicates that most are small, personalized businesses.

The "Place of Employment" shows approximately equal percentages of respondents being employed in auto dealerships and combined types of "Jobbers" with the remaining number included in the "Other" category.

Ninety-three percent of the respondents are either owners or managers

of a business or department with approximately two-thirds indicating that their experience in this type of business totals more than ten years.

It is not surprising that almost seventy-seven percent of the respondents received their training on-the-job in light of the fact that educational programs dealing with this specific block of information are only now beginning to appear. However, in looking at the information drawn from questions five and seven it is revealed that over forty-four percent did pursue some post-secondary education. In tabulating the responses to questions five and seven, the totals exceed the number of returned questionnaires due to double checkoffs.

Table C in Appendix A provides a comparison of how the types of business respondents reacted to the statements. The information is compiled as a mean response and a standard deviation.

As expressed by the low standard deviation in the "Total" column, the most consistent reactions to statements were obtained on the Attitudes and Values questionnaire. The Management Knowledge and Skills questionnaire revealed some variation in answering patterns, perhaps due to management responsibilities regarding whether parts distribution is only a part of, or the total, business. This of course refers to auto dealers and the aftermarket segment of the industry. The Operational Knowledge and Skills questionnaire showed the greatest amount of variation in responses. This was undoubtedly due to the nature of the business, this again being auto dealers or the aftermarket jobbers.

In Table D of Appendix A the responses were grouped according to the places of employment as shown in background question number three on the questionnaire. This gives a somewhat different perspective in that

all the jobbers, both affiliated and independent, are grouped together. There are also groupings of responses in the "Redistributing Jobber" and "Other" categories. The "Auto Dealer" category remains the same.

Because the sample size for "Redistributing Jobber" and "Other" was small, there was not much influence on the results. The "Jobber" and "Auto Dealer" categories which make up the greater percentage of responses figure in very strongly.

The items on the "Attitudes and Values" and the "Management Knowledge and Skills" questionnaires again received fairly consistent responses between the "Jobbers" and the "Auto Dealers." However on the "Operational Knowledge and Skills" questionnaire several items had mean responses of as much as, and more than, a whole number difference between the "Jobber" and "Auto Dealer" response. Examples of the items referred to are numbers 52, and 55 through 60 on Table D in the Operational Knowledge and Skills section. These items received a higher priority by the Jobbers because of the difference in the type of duties and products of a jobbing operation.

At the outset this research project was described as being conducted to facilitate decision making on curriculum revisions for the Automotive Parts Management program. More specifically it was designed to provide a basis for establishing course content. With this in mind it is then necessary to organize the total responses in such a way as to make it meaningful. This has been done in Table E of Appendix A by placing the items in order from the highest to the lowest priority using the total mean response. By arranging the items in this order it is possible to observe which items are viewed as being most important to management personnel in this industry.

As seen previously the responses to the items in the "Attitudes and Values" category received the highest and most consistent ratings. This is substantiated by the fact that of twenty-seven items, twenty-one had a total mean response of 4.00 or above. This places the mean response in the range between "Strongly Recommended" and "Essential." The majority of the twenty-one items pertain to human relations factors.

In the "Operational Knowledge and Skills" category there were only eight out of twenty-eight items with total mean responses in the "Strongly Recommended" to "Essential" range. These eight items dealt with money matters, inventory, and cataloging.

The "Management Knowledge and Skills" category had ten out of its twenty-eight items in the "Strongly Recommended" to "Essential" range. Of these ten items most pertained to inventory followed by personnel and profit related matters.

Using the information in Table E, decisions can now be made regarding what areas should receive the most emphasis in the curriculum. Where time permits, and to be as comprehensive as possible, lower ranking items will be included.

The following is a summary of the comments that were volunteered by respondents. Regarding "Attitudes and Values" the comments can be summed up in what one respondent felt is the most important management skill, that being that someone in this industry should have "the ability to get along and communicate with people." Furthermore, it would be of benefit to the individual to "take part in industry associations and seminars." Comments addressed to "Operational Knowledge and Skills" dealt with "purchasing, packaging, and warranties" plus "legible writing" in addition to one respondent's comment that he could tell a lot about

someone's attitude, ability, and performance by his advocating, "on the first day give them a broom."

The two most frequently mentioned Management Knowledge and Skills had to do with the ability to utilize processed data in regard to inventory and records management plus personnel management and development. Management in this industry can be put in perspective by one respondent's brief comment that someone needs the "ability to manage a minimum of inventory for a maximum profit." To be successful at this will of course require a degree of proficiency in all areas to which comments were directed, plus others.

Evaluation

The foregoing report reveals both strengths and weaknesses with respect to data collection techniques and content. Some of this is controllable and some is not. One of the weaknesses is the lack of returns of the questionnaires. This is uncontrollable by the experimenter and one can only speculate as to the makeup of the group that did not respond. There may be some subtle differences of opinions in the non-responding group that may have influenced the outcome. On the positive side one can assume that those who did respond are interested in providing information that will result in a curriculum sensitive to the needs of someone preparing for a career in Automotive Parts Distribution Management.

The questionnaire could be improved by combining some of the similar background information questions. For example, the sample does not appear to differentiate between affiliated and independent jobbers. Also, there is not a vast amount of information difference between the "Type of Business," question number one, and the "Place of Employment," question number three.

Question number four could perhaps be eliminated because the questionnaire itself was directed toward managers.

Questions five and seven could also be combined and still provide information sufficient for this survey.

The above suggestions would reduce the background questions to a reasonable number. The information then gathered when statistically analyzed would perhaps identify other subgroupings.

The statements, throughout the survey, to which the respondents were asked to react appear to have sufficiently covered the range of attitudes, values, knowledge, and skills of someone in a management capacity in this industry. Evidence to support this assumption is the small number of remarks provided in the blanks requesting "comments."

In general, as a first attempt in getting at the needed information to develop this curriculum for the Automotive Parts Management program, the collected data has provided the initial basis and direction. Subsequent research can then be directed toward specific areas which demand that type of concentrated attention.

## APPENDIX A INDEX


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NUMBER OF RESPONDENTS BY:

TYPE OF BUSINESS AND SURVEY QUESTIONNAIRE COMPLETED

| Type of Business | Survey Questionnaire | | | Totals |
|---|---|---|---|---|
| | APMS 1 | APMS 2 | APMS 3 | |
| | Attitudes and Values | Knowledge and Skills Operational | Management | |
| 1. Affiliate | 7 | 5 | 4 | 16 |
| 2. Auto Dealer | 11 | 18 | 14 | 43 |
| 3. Independent | 9 | 12 | 14 | 35 |
| 4. Other | 2 | 2 | 1 | 5 |
| Totals | 29 | 37 | 33 | 99 |

## BACKGROUND INFORMATION RESPONSES

| | Number | Percentage |
|---|---|---|
| 1. Which of the following best describes your type of business? | | |
| ( ) 1. Affiliation with NAPA, APS, etc. | 16 | 16.16 |
| ( ) 2. Franchised Dealer | 43 | 43.43 |
| ( ) 3. Independent | 35 | 35.36 |
| ( ) 4. Other _____ | 5 | 5.05 |
| | 99 | 100% |
| 2. Number of full-time employees in your parts business? | | |
| ( ) 1. 1 - 3 | 44 | 44.45 |
| ( ) 2. 4 - 10 | 31 | 31.31 |
| ( ) 3. 11 - 20 | 12 | 12.12 |
| ( ) 4. More than 20 | 12 | 12.12 |
| | 99 | 100% |
| 3. What is your place of employment? | | |
| ( ) 1. Jobber Store | 36 | 36.37 |
| ( ) 2. New Vehicle Dealership | 42 | 42.42 |
| ( ) 3. Redistributing Jobber | 6 | 6.07 |
| ( ) 4. Warehouse Distributor | 8 | 8.07 |
| ( ) 5. Manufacturer | 1 | 1.01 |
| ( ) 6. Other _____ | 4 | 4.04 |
| Omitted | 2 | 2.02 |
| | 99 | 100% |
| 4. What is your present position? | | |
| ( ) 1. Owner | 23 | 23.23 |
| ( ) 2. Manager | 69 | 69.70 |
| ( ) 3. Employee | 0 | 0.00 |
| ( ) 4. Salesperson | 1 | 1.01 |
| ( ) 5. Representative | 1 | 1.01 |
| ( ) 6. Other _____ | 5 | 5.05 |
| | 99 | 100% |

| | Number | Percentage |
|---|---|---|
| 5. Where did you receive the formal training for your position? (Check only one) | | |
| ( ) 1. On-the-job | 90 | 76.92 |
| ( ) 2. Military school | 3 | 2.57 |
| ( ) 3. Manufacturer's training center | 11 | 9.40 |
| ( ) 4. Vocational-Technical school | 1 | .85 |
| ( ) 5. College or University | 10 | 8.55 |
| ( ) 6. Other _____ | 2 | 1.71 |
| | 117 | 100% |
| 6. Number of years of experience in the automotive parts business? | | |
| ( ) 1. Less than 1 | 2 | 2.02 |
| ( ) 2. 1 - 3 | 5 | 5.05 |
| ( ) 3. 4 - 10 | 26 | 26.27 |
| ( ) 4. 11 - 20 | 25 | 25.25 |
| ( ) 5. Over 20 | 41 | 41.41 |
| | 99 | 100% |
| 7. What is the highest level of formal education you have completed? | | |
| ( ) 1. Less than high school | 7 | 6.93 |
| ( ) 2. High school diploma or equivalent | 49 | 48.52 |
| ( ) 3. Vocational school diploma | 0 | 0.00 |
| ( ) 4. Technical school degree | 6 | 5.94 |
| ( ) 5. Some college | 16 | 15.84 |
| ( ) 6. Two-year college degree | 8 | 7.92 |
| ( ) 7. Four-year college degree | 13 | 12.87 |
| ( ) 8. Other _____ | 2 | 1.98 |
| | 101 | 100% |

Table C

COMPARISON OF DEGREE OF IMPORTANCE BY TYPE OF BUSINESS

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Attitudes and Values APMS 1

| STATEMENT | RESPONSES | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | (1)Affiliate | | (2)Auto Dealer | | (3)Independent | | Total | |
| | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. |
| 8 Effective verbal communication | 4.40 | 1.34 | 4.18 | 0.75 | 4.22 | 0.97 | 4.30 | 0.91 |
| 9 Provide good example for subordinates | 4.40 | 0.55 | 4.09 | 0.54 | 4.33 | 0.50 | 4.26 | 0.53 |
| 10 Concerned with the business' reputation in the community | 4.20 | 1.30 | 4.55 | 0.67 | 4.44 | 0.53 | 4.48 | 0.73 |
| 11 Willing to improve own professional status | 4.20 | 1.30 | 4.36 | 0.50 | 4.44 | 0.53 | 4.41 | 0.69 |
| 12 Be able to get along with other employees | 4.80 | 0.45 | 4.73 | 0.47 | 4.78 | 0.44 | 4.78 | 0.42 |
| 13 Show respect for company tools and equipment | 5.00 | 0.00 | 4.55 | 0.52 | 4.44 | 0.53 | 4.63 | 0.49 |
| 14 Show loyalty to employer | 4.60 | 0.55 | 4.27 | 0.79 | 4.89 | 0.33 | 4.56 | 0.64 |
| 15 Respect the decisions of superiors | 4.80 | 0.45 | 4.64 | 0.67 | 4.67 | 0.50 | 4.67 | 0.55 |
| 16 Resolve customer complaints in a business-like manner | 4.40 | 0.55 | 4.27 | 0.79 | 4.67 | 0.50 | 4.41 | 0.69 |
| 17 Understand the role your business plays in society | 3.60 | 1.14 | 3.82 | 1.17 | 3.89 | 0.60 | 3.89 | 0.95 |
| 18 Willing to work beyond normal business hours | 3.80 | 1.30 | 3.91 | 0.70 | 3.22 | 0.44 | 3.67 | 0.83 |
| 19 Understand why people act the way they do | 4.00 | 1.22 | 3.73 | 1.27 | 3.44 | 0.53 | 3.70 | 1.03 |
| 20 Be able to perform under pressure | 4.80 | 0.45 | 4.45 | 0.69 | 4.00 | 0.50 | 4.41 | 0.64 |
| 21 Be service minded toward customers | 4.60 | 0.55 | 4.45 | 0.52 | 4.67 | 0.50 | 4.56 | 0.51 |

Table C (Cont'd)

Attitudes and Values APMS 1

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| STATEMENT | RESPONSES | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | (1) Affiliate | | (2) Auto Dealer | | (3) Independent | | Total | |
| | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. |
| 22 Practice good housekeeping | 4.14 | 0.90 | 4.27 | 0.90 | 3.78 | 0.67 | 4.03 | 0.82 |
| 23 Be on time | 4.71 | 0.49 | 4.36 | 0.67 | 4.22 | 0.83 | 4.38 | 0.68 |
| 24 Be concerned with one's personal appearance | 3.86 | 0.69 | 4.36 | 0.81 | 4.10 | 0.60 | 4.21 | 0.73 |
| 25 Read and interpret catalog information | 4.29 | 1.11 | 4.45 | 0.82 | 4.67 | 0.50 | 4.52 | 0.78 |
| 26 Use proper telephone techniques | 4.43 | 0.53 | 4.36 | 0.81 | 4.22 | 0.83 | 4.34 | 0.72 |
| 27 Sell related items | 4.14 | 0.69 | 4.18 | 0.87 | 4.11 | 0.60 | 4.17 | 0.71 |
| 28 Keep informed of product knowledge | 4.29 | 0.76 | 4.55 | 0.52 | 4.33 | 0.71 | 4.45 | 0.63 |
| 29 Be able to use the metric system | 3.50 | 1.05 | 3.18 | 0.98 | 3.89 | 0.93 | 3.43 | 1.00 |
| 30 Understand operating principles of vehicle systems | 4.00 | 0.82 | 4.09 | 0.83 | 3.89 | 0.78 | 3.9[illegible] | 0.87 |
| 31 Read and interpret technical bulletins | 4.00 | 1.00 | 4.45 | 0.82 | 3.89 | 0.78 | 4.14 | 0.88 |
| 32 Correctly use terminology found in industry | 3.86 | 1.07 | 4.27 | 0.79 | 4.22 | 0.67 | 4.17 | 0.80 |
| 33 Provide customers with technical know-how | 3.29 | 1.25 | 3.45 | 1.04 | 3.56 | 0.73 | 3.48 | 0.95 |
| 34 Supervise others | 4.29 | 0.49 | 3.73 | 0.90 | 4.33 | 0.50 | 4.10 | 0.72 |
| 35 Other | ---- | | ---- | | ---- | | ---- | |
| Composite Response | 4.21 | 0.91 | 4.21 | 0.84 | 4.20 | 0.72 | 4.22 | 0.82 |

Table C (Cont'd)

Operational Knowledge and Skills APMS 2

| STATEMENT | RESPONSES | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | (1) Affiliate | | (2) Auto Dealer | | (3) Independent | | Total | |
| | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. |
| 36 Expedite parts for emergency needs | 4.40 | 0.89 | 4.06 | 0.83 | 3.33 | 1.07 | 3.89 | 0.98 |
| 37 Set up counter catalogs | 4.40 | 0.55 | 3.61 | 1.24 | 4.25 | 0.87 | 3.89 | 1.10 |
| 38 Maintain catalogs with revisions and supplements | 4.40 | 0.55 | 3.78 | 1.17 | 4.58 | 0.51 | 4.11 | 1.02 |
| 39 Use pricing schedule | 4.60 | 0.55 | 4.33 | 1.03 | 4.58 | 0.51 | 4.43 | 0.83 |
| 40 Set up merchandising displays | 3.60 | 0.55 | 3.00 | 1.33 | 3.58 | 0.79 | 3.32 | 1.11 |
| 41 Post sales and receipts to inventory cards | 4.00 | 0.71 | 3.47 | 1.18 | 4.00 | 1.35 | 3.72 | 1.16 |
| 42 Set up and maintain a customer discount schedule | 3.40 | 1.14 | 3.22 | 1.40 | 4.17 | 1.03 | 3.59 | 1.28 |
| 43 Fill out invoices for at-the-counter transactions | 4.60 | 0.55 | 4.39 | 1.14 | 4.50 | 1.00 | 4.41 | 1.07 |
| 44 Receive stock order | 3.60 | 1.14 | 3.94 | 1.11 | 3.75 | 0.97 | 3.81 | 1.02 |
| 45 Keep record of lost sales | 4.00 | 0.00 | 3.39 | 1.14 | 3.17 | 1.03 | 3.49 | 1.07 |
| 46 Set up efficient delivery route | 3.60 | 0.55 | 3.11 | 1.45 | 3.42 | 1.08 | 3.30 | 1.24 |
| 47 Properly handle special/emergency ordered parts | 4.40 | 0.55 | 4.17 | 1.04 | 3.67 | 0.89 | 4.05 | 0.94 |
| 48 Calculate discounts | 3.60 | 1.52 | 4.11 | 1.02 | 4.17 | 1.19 | 4.03 | 1.17 |
| 49 Balance daily cash | 4.80 | 0.45 | 3.61 | 1.33 | 4.33 | 0.89 | 4.00 | 1.20 |

Table C (Cont'd)

Operational Knowledge and Skills APMS 2

| STATEMENT | RESPONSES | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | (1) Affiliate | | (2) Auto Dealer | | (3) Independent | | Total | |
| | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. |
| 50 Know how to type | 2.80 | 1.30 | 2.17 | 1.04 | 2.75 | 1.14 | 2.46 | 1.10 |
| 51 Operate adding machine/calculator | 4.40 | 0.89 | 4.17 | 0.99 | 4.42 | 0.67 | 4.27 | 0.87 |
| 52 Operate billing/accounting machine | 3.20 | 1.10 | 2.17 | 1.29 | 2.83 | 1.34 | 2.51 | 1.30 |
| 53 Operate cash register | 3.80 | 1.30 | 3.44 | 1.15 | 4.08 | 1.08 | 3.76 | 1.14 |
| 54 Operate automatic inventory control keyboard | 3.00 | 1.22 | 3.50 | 1.10 | 2.75 | 1.06 | 3.22 | 1.13 |
| 55 Use precision measuring tools | 4.20 | 0.45 | 2.71 | 0.99 | 3.33 | 0.89 | 3.14 | 1.02 |
| 56 Know names and use of hand tools | 4.20 | 0.84 | 2.53 | 1.18 | 3.50 | 1.09 | 3.08 | 1.23 |
| 57 Know how to mix paint | 3.80 | 1.10 | 1.18 | 0.39 | 3.00 | 1.28 | 2.19 | 1.35 |
| 58 Operate valve refacing and seat grinding equipment | 3.00 | 1.00 | 1.47 | 0.72 | 2.00 | 1.21 | 1.86 | 1.05 |
| 59 Operate brake drum/rotor lathe | 3.00 | 1.00 | 1.47 | 0.72 | 2.00 | 1.21 | 1.86 | 1.05 |
| 60 Operate resurfacing machine | 2.80 | 0.84 | 1.41 | 0.62 | 2.00 | 1.21 | 1.81 | 0.98 |
| 61 Perform maintenance services to vehicle (lube, tune up) | 2.40 | 0.89 | 1.59 | 1.00 | 1.83 | 0.94 | 1.81 | 0.98 |
| 62 Overhaul assemblies on, or off, the vehicle | 2.40 | 0.89 | 1.59 | 1.00 | 1.58 | 0.90 | 1.69 | 0.95 |
| 63 Take physical inventory | 4.60 | 0.55 | 4.53 | 0.62 | 4.50 | 0.67 | 4.47 | 0.65 |
| 64 Other | ---- | | ---- | | ---- | | ---- | |
| Composite Response | 3.75 | 1.06 | 3.09 | 1.47 | 3.43 | 1.33 | 3.30 | 1.39 |

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Management Knowledge and Skills APMS 3

| STATEMENT | RESPONSES | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | (1) Affiliate | | (2) Auto Dealer | | (3) Independent | | Total | |
| | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. |
| 65 Know distribution channels | 3.25 | 0.96 | 4.00 | 1.04 | 3.77 | 0.73 | 3.81 | 0.90 |
| 66 Know automotive history | 2.75 | 0.50 | 2.71 | 0.91 | 3.15 | 1.07 | 2.84 | 0.99 |
| 67 Establish security system | 4.00 | 0.82 | 3.36 | 1.01 | 3.50 | 1.00 | 3.45 | 0.99 |
| 68 Set up and enforce policies and procedures | 4.50 | 0.58 | 4.57 | 0.65 | 4.23 | 0.73 | 4.41 | 0.67 |
| 69 Select and train staff | 4.50 | 0.58 | 4.43 | 0.65 | 4.00 | 1.00 | 4.25 | 0.80 |
| 70 Develop employee compensation plan | 2.75 | 0.96 | 3.36 | 1.08 | 3.07 | 1.21 | 3.15 | 1.09 |
| 71 Analyze financial statement | 3.75 | 0.50 | 3.64 | 1.28 | 3.79 | 1.25 | 3.73 | 1.15 |
| 72 Establish credit procedures | 4.75 | 0.50 | 3.57 | 1.22 | 4.14 | 0.77 | 3.97 | 1.02 |
| 73 Determine necessary profit margin | 4.50 | 0.58 | 4.36 | 0.63 | 4.29 | 1.07 | 4.36 | 0.82 |
| 74 Plan for business expansion | 3.25 | 0.50 | 4.00 | 0.88 | 3.71 | 1.07 | 3.82 | 0.95 |
| 75 Conduct a local market analysis | 3.50 | 0.58 | 3.21 | 1.12 | 3.21 | 1.12 | 3.27 | 1.04 |
| 76 Know methods for increasing sales | 4.50 | 0.58 | 4.50 | 0.85 | 4.21 | 0.89 | 4.39 | 0.83 |
| 77 Design a parts store or department | 3.25 | 0.96 | 3.36 | 1.15 | 3.50 | 0.85 | 3.39 | 0.97 |
| 78 Design floor plans for storage and sales areas | 3.25 | 0.96 | 3.57 | 1.02 | 3.64 | 0.93 | 3.58 | 0.94 |

Table C (Cont'd)

Management Knowledge and Skills APMS 3

| | STATEMENT | RESPONSES | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | (1) Affiliate | | (2) Auto Dealer | | (3) Independent | | Total | |
| | | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. |
| 79 | Determine initial stock | 3.00 | 1.63 | 3.71 | 1.14 | 3.50 | 1.45 | 3.48 | 1.33 |
| 80 | Determine market coverage | 3.00 | 1.00 | 3.86 | 0.86 | 3.64 | 1.34 | 3.66 | 1.10 |
| 81 | Make decisions on changing lines/brands | 3.75 | 0.50 | 3.57 | 1.22 | 3.43 | 1.40 | 3.52 | 1.20 |
| 82 | Decide on stocking quality and/or promotional brands | 4.00 | 0.82 | 4.07 | 0.83 | 3.57 | 1.28 | 3.82 | 1.04 |
| 83 | Proper handling of cores (rebuildable items) for credit | 4.75 | 0.50 | 4.36 | 0.63 | 4.43 | 0.94 | 4.39 | 0.79 |
| 84 | Calculate inventory turnover | 4.25 | 0.96 | 4.29 | 0.83 | 4.21 | 1.05 | 4.24 | 0.90 |
| 85 | Adjust inventory guides and order points | 3.75 | 0.50 | 4.50 | 0.85 | 4.07 | 0.92 | 4.18 | 0.88 |
| 86 | Make out stock orders | 4.25 | 0.96 | 4.36 | 0.74 | 4.43 | 0.85 | 4.27 | 0.98 |
| 87 | Read print-out from computerized inventory | 4.00 | 0.82 | 4.14 | 0.86 | 3.62 | 0.96 | 3.88 | 0.91 |
| 88 | Determine economic order quantity | 3.25 | 1.50 | 4.00 | 0.68 | 4.14 | 1.10 | 3.88 | 1.11 |
| 89 | Make decisions on increasing or reducing inventory | 4.25 | 0.96 | 4.07 | 0.92 | 4.43 | 0.94 | 4.21 | 0.93 |
| 90 | Understand inventory management theory | 4.25 | 0.96 | 4.21 | 1.05 | 4.29 | 0.99 | 4.18 | 1.04 |
| 91 | Keep business records | 4.00 | 0.00 | 3.79 | 1.05 | 4.07 | 0.92 | 3.97 | 0.93 |
| 92 | Other | ---- | | ---- | | ---- | | ---- | |
| | Composite Response | 3.82 | 0.94 | 3.91 | 1.03 | 3.86 | 1.09 | 3.86 | 1.05 |

Table D

COMPARISON OF DEGREE OF IMPORTANCE BY PLACE OF EMPLOYMENT

Attitudes and Values APMS 1

| STATEMENT | RESPONSES | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | (1)Jobber | | (2)Auto Dealer | | (3)Redistributing Jobber | | (4)Other | | Total | |
| | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. |
| 8 Effective verbal communication | 4.36 | 1.08 | 4.18 | 0.75 | | | 4.00 | 0.00 | 4.30 | 0.91 |
| 9 Provide good example for subordinates | 4.36 | 0.50 | 4.09 | 0.54 | | | 5.00 | 0.00 | 4.26 | 0.53 |
| 10 Concerned with the business' reputation in the community | 4.36 | 0.84 | 4.55 | 0.69 | | | 5.00 | 0.00 | 4.48 | 0.75 |
| 11 Willing to improve own professional status | 4.43 | 0.85 | 4.36 | 0.50 | | | 4.00 | 0.00 | 4.41 | 0.69 |
| 12 Be able to get along with other employees | 4.79 | 0.43 | 4.73 | 0.47 | | | 5.00 | 0.00 | 4.78 | 0.42 |
| 13 Show respect for company tools and equipment | 4.71 | 0.47 | 4.55 | 0.52 | | | 4.00 | 0.00 | 4.63 | 0.49 |
| 14 Show loyalty to employer | 4.73 | 0.43 | 4.27 | 0.79 | | | 5.00 | 0.00 | 4.56 | 0.64 |
| 15 Respect the decisions of superiors | 4.71 | 0.47 | 4.64 | 0.67 | | | 5.00 | 0.00 | 4.67 | 0.55 |
| 16 Resolve customer complaints in a business-like manner | 4.57 | 0.51 | 4.27 | 0.79 | | | 5.00 | 0.00 | 4.41 | 0.69 |
| 17 Understand the role your business plays in society | 3.86 | 0.86 | 3.82 | 1.17 | | | 4.00 | 0.00 | 3.85 | 0.95 |
| 18 Willing to work beyond normal business hours | 3.57 | 0.94 | 3.91 | 0.70 | | | 3.00 | 0.00 | 3.67 | 0.83 |
| 19 Understand why people act the way they do | 3.79 | 0.89 | 3.73 | 1.27 | | | 3.00 | 0.00 | 3.70 | 1.03 |
| 20 Be able to perform under pressure | 4.36 | 0.63 | 4.45 | 0.69 | | | 4.00 | 0.00 | 4.41 | 0.64 |
| 21 Be service minded toward customers | 4.71 | 0.47 | 4.45 | 0.52 | | | 4.00 | 0.00 | 4.56 | 0.51 |

Table D (Cont'd)

Attitudes and Values APMS 1

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| STATEMENT | RESPONSES | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | (1) Jobber | | (2) Auto Dealer | | (3) Redistributing Jobber | | (4) Other | | Total | |
| | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. |
| 22 Practice good housekeeping | 3.94 | 0.77 | 4.27 | 0.90 | | | 4.00 | 0.00 | 4.03 | 0.82 |
| 23 Be on time | 4.38 | 0.72 | 4.36 | 0.67 | | | 5.00 | 0.00 | 4.38 | 0.68 |
| 24 Be concerned with one's personal appearance | 4.06 | 0.68 | 4.36 | 0.81 | | | 4.00 | 0.00 | 4.21 | 0.73 |
| 25 Read and interpret catalog information | 4.56 | 0.81 | 4.45 | 0.82 | | | 4.00 | 0.00 | 4.52 | 0.78 |
| 26 Use proper telephone techniques | 4.31 | 0.70 | 4.36 | 0.81 | | | 4.00 | 0.00 | 4.34 | 0.72 |
| 27 Sell related items | 4.19 | 0.54 | 4.18 | 0.87 | | | 3.00 | 0.00 | 4.17 | 0.71 |
| 28 Keep informed on product knowledge | 4.44 | 0.63 | 4.55 | 0.52 | | | 3.00 | 0.00 | 4.45 | 0.63 |
| 29 Be able to use the metric system | 3.67 | 0.98 | 3.18 | 0.98 | | | 4.00 | 0.00 | 3.43 | 1.00 |
| 30 Understand operating principles of vehicle systems | 4.06 | 0.77 | 4.09 | 0.83 | | | 3.00 | 0.00 | 3.97 | 0.87 |
| 31 Read and interpret technical bulletins | 4.06 | 0.85 | 4.45 | 0.82 | | | 3.00 | 0.00 | 4.14 | 0.88 |
| 32 Correctly use terminology found in industry | 4.13 | 0.89 | 4.27 | 0.79 | | | 4.00 | 0.00 | 4.17 | 0.80 |
| 33 Provide customers with technical know-how | 3.50 | 0.97 | 3.45 | 1.04 | | | 3.00 | 0.00 | 3.48 | 0.95 |
| 34 Supervise others | 4.38 | 0.50 | 3.73 | 0.90 | | | 4.00 | 0.00 | 4.10 | 0.72 |
| 35 Other | ---- | | ---- | | ---- | | ---- | | ---- | |
| Composite Response | 4.25 | 0.80 | 4.21 | 0.84 | | | 4.00 | 0.73 | 4.22 | 0.82 |

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## Operational Knowledge and Skills APMS 2

| STATEMENT | RESPONSES | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | (1)Jobber | | (2)Auto Dealer | | (3)Redistributing Jobber | | (4)Other | | Total | |
| | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. |
| 36 Expedite parts for emergency needs | 3.70 | 1.16 | 4.07 | 0.88 | 4.00 | 0.82 | 3.00 | 1.00 | 3.89 | 0.98 |
| 37 Set up counter catalogs | 4.20 | 0.92 | 3.44 | 1.21 | 4.75 | 0.50 | 3.33 | 1.15 | 3.89 | 1.10 |
| 38 Maintain catalogs with revisions and supplements | 4.20 | 0.92 | 3.88 | 1.15 | 4.75 | 0.50 | 3.67 | 1.53 | 4.11 | 1.02 |
| 39 Use pricing schedule | 4.30 | 0.48 | 4.31 | 1.08 | 4.75 | 0.50 | 4.33 | 1.15 | 4.43 | 0.83 |
| 40 Set up merchandising displays | 3.70 | 0.82 | 2.75 | 1.18 | 3.75 | 0.96 | 3.33 | 0.58 | 3.32 | 1.11 |
| 41 Post sales and receipts to inventory cards | 4.00 | 1.05 | 3.56 | 1.19 | 4.50 | 0.58 | 3.33 | 1.53 | 3.72 | 1.15 |
| 42 Set up and maintain a customer discount schedule | 3.60 | 0.97 | 3.06 | 1.39 | 4.50 | 0.58 | 4.33 | 1.15 | 3.59 | 1.28 |
| 43 Fill out invoices for at-the-counter transactions | 4.10 | 1.29 | 4.50 | 1.03 | 4.75 | 0.50 | 4.00 | 1.73 | 4.41 | 1.07 |
| 44 Receive stock order | 3.50 | 1.08 | 3.88 | 1.15 | 4.00 | 0.82 | 3.33 | 0.58 | 3.81 | 1.02 |
| 45 Keep record of lost sales | 3.30 | 0.95 | 3.25 | 1.13 | 4.00 | 0.82 | 3.67 | 1.53 | 3.49 | 1.07 |
| 46 Set up efficient delivery route | 3.40 | 0.97 | 2.94 | 1.44 | 3.75 | 0.50 | 2.67 | 1.15 | 3.30 | 1.24 |
| 47 Properly handle special/emergency ordered parts | 3.70 | 1.06 | 4.25 | 0.93 | 4.25 | 0.96 | 3.67 | 0.58 | 4.05 | 0.94 |
| 48 Calculate discounts | 3.70 | 1.06 | 4.06 | 1.06 | 4.75 | 0.50 | 4.00 | 1.73 | 4.03 | 1.17 |
| 49 Balance daily cash | 4.30 | 0.82 | 3.50 | 1.37 | 4.50 | 1.00 | 3.67 | 1.53 | 4.00 | 1.20 |

Table D (Cont'd)

Operational Knowledge and Skills APMS 2

| STATEMENT | RESPONSES | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | (1)Jobber | | (2)Auto Dealer | | (3)Redistributing Jobber | | (4)Other | | Total | |
| | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. |
| 50 Know how to type | 2.70 | 1.42 | 2.19 | 1.05 | 2.75 | 0.50 | 2.33 | 0.58 | 2.46 | 1.10 |
| 51 Operate adding machine/calculator | 4.60 | 0.70 | 4.13 | 1.02 | 4.50 | 0.58 | 3.67 | 0.58 | 4.27 | 0.87 |
| 52 Operate billing/accounting machine | 3.30 | 1.49 | 2.19 | 1.33 | 2.50 | 0.58 | 2.33 | 1.15 | 2.51 | 1.30 |
| 53 Operate cash register | 3.90 | 1.10 | 3.44 | 1.21 | 4.50 | 1.00 | 3.67 | 0.58 | 3.76 | 1.14 |
| 54 Operate automatic inventory control keyboard | 2.90 | 1.10 | 3.50 | 1.15 | 2.75 | 1.26 | 3.00 | 1.00 | 3.22 | 1.13 |
| 55 Use precision measuring tools | 3.90 | 0.74 | 2.67 | 1.05 | 3.25 | 0.96 | 2.33 | 0.58 | 3.14 | 1.02 |
| 56 Know names and use of hand tools | 4.40 | 0.70 | 2.47 | 1.19 | 3.00 | 0.82 | 2.33 | 0.58 | 3.08 | 1.23 |
| 57 Know how to mix paint | 3.60 | 1.35 | 1.20 | 0.41 | 2.75 | 0.50 | 2.00 | 1.00 | 2.19 | 1.35 |
| 58 Operate valve refacing and seat grinding equipment | 2.60 | 1.43 | 1.40 | 0.63 | 2.00 | 0.82 | 2.33 | 0.58 | 1.86 | 1.05 |
| 59 Operate brake drum/rotor lathe | 2.60 | 1.43 | 1.40 | 0.63 | 2.00 | 0.82 | 2.33 | 0.58 | 1.86 | 1.05 |
| 60 Operate resurfacing machine | 2.40 | 1.35 | 1.40 | 0.63 | 2.00 | 0.82 | 2.33 | 0.58 | 1.81 | 0.98 |
| 61 Perform maintenance services to vehicle (lube, tune up, etc.) | 2.30 | 1.06 | 1.60 | 1.06 | 1.50 | 0.58 | 2.33 | 0.58 | 1.81 | 0.98 |
| 62 Overhaul assemblies on, or off, the vehicle | 2.10 | 1.10 | 1.60 | 1.06 | 1.25 | 0.50 | 2.00 | 0.00 | 1.69 | 0.95 |
| 63 Take physical inventory | 4.50 | 0.53 | 4.53 | 0.64 | 4.25 | 0.96 | 4.33 | 0.58 | 4.47 | 0.65 |
| 64 Other | ---- | | ---- | | ---- | | ---- | | ---- | |
| Composite Response | 3.55 | 1.23 | 3.06 | 1.47 | 3.57 | 1.28 | 3.13 | 1.13 | 3.30 | 1.39 |

Table D (Cont'd)

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Management Knowledge and Skills APMS 3

| STATEMENT | RESPONSES | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | (1)Jobber | | (2)Auto Dealer | | (3)Redistributing Jobber | | (4)Other | | Total | |
| | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. |
| 65 Know distribution channels | 3.70 | 0.82 | 4.00 | 1.00 | 4.00 | 0.00 | 3.25 | 0.96 | 3.81 | 0.90 |
| 66 Know automotive history | 3.50 | 0.85 | 2.80 | 0.94 | 2.50 | 0.71 | 2.00 | 0.00 | 2.84 | 0.99 |
| 67 Establish security system | 3.90 | 0.88 | 3.27 | 1.03 | 4.00 | 0.00 | 3.00 | 1.00 | 3.45 | 0.99 |
| 68 Set up and enforce policies and procedures | 4.40 | 0.52 | 4.53 | 0.64 | 5.00 | 0.00 | 3.75 | 0.96 | 4.41 | 0.67 |
| 69 Select and train staff | 4.40 | 0.70 | 4.33 | 0.72 | 4.50 | 0.71 | 3.50 | 1.29 | 4.25 | 0.80 |
| 70 Develop employee compensation plan | 2.60 | 1.17 | 3.27 | 1.10 | 4.50 | 0.71 | 3.50 | 0.58 | 3.15 | 1.09 |
| 71 Analyze financial statement | 3.60 | 1.17 | 3.53 | 1.30 | 4.50 | 0.71 | 4.50 | 0.58 | 3.73 | 1.15 |
| 72 Establish credit procedures | 4.50 | 0.71 | 3.60 | 1.18 | 4.00 | 0.00 | 4.25 | 0.96 | 3.97 | 1.02 |
| 73 Determine necessary profit margin | 4.60 | 0.52 | 4.33 | 0.62 | 4.50 | 0.71 | 4.50 | 0.58 | 4.36 | 0.82 |
| 74 Plan for business expansion | 3.80 | 0.79 | 4.00 | 0.85 | 3.50 | 0.71 | 3.75 | 0.96 | 3.82 | 0.95 |
| 75 Conduct a local market analysis | 3.40 | 0.70 | 3.20 | 1.08 | 4.00 | 1.41 | 3.25 | 1.26 | 3.27 | 1.04 |
| 76 Know methods for increasing sales | 4.60 | 0.52 | 4.47 | 0.83 | 4.50 | 0.71 | 3.75 | 1.26 | 4.39 | 0.83 |
| 77 Design a parts store or department | 3.50 | 0.85 | 3.27 | 1.16 | 4.00 | 0.00 | 3.50 | 1.00 | 3.39 | 0.97 |
| 78 Design floor plans for storage and sales areas | 3.60 | 0.84 | 3.47 | 1.06 | 4.00 | 0.00 | 3.75 | 1.26 | 3.58 | 0.94 |

Table D (Cont'd)

Management Knowledge and Skills APMS 3

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| STATEMENT | RESPONSES | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | (1)Jobber | | (2)Auto Dealer | | (3)Redistributing Jobber | | (4)Other | | Total | |
| | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. | $\bar{X}$ | S.D. |
| 79 Determine initial stock | 3.80 | 1.40 | 3.60 | 1.18 | 4.00 | 1.41 | 2.75 | 1.71 | 3.48 | 1.33 |
| 80 Determine market coverage | 3.89 | 1.05 | 3.73 | 0.96 | 4.00 | 1.41 | 3.50 | 1.29 | 3.66 | 1.10 |
| 81 Make decisions on changing lines/brands | 3.50 | 1.18 | 3.60 | 1.18 | 3.50 | 2.12 | 4.00 | 0.82 | 3.52 | 1.20 |
| 82 Decide on stocking quality and/or promotional brands | 3.80 | 1.03 | 4.07 | 0.80 | 3.50 | 2.12 | 4.00 | 0.82 | 3.82 | 1.04 |
| 83 Proper handling of cores (rebuildable items) for credit | 4.90 | 0.32 | 4.33 | 0.62 | 4.00 | 1.41 | 4.50 | 0.58 | 4.39 | 0.79 |
| 84 Calculate inventory turnover | 4.30 | 0.95 | 4.27 | 0.80 | 3.50 | 2.12 | 4.75 | 0.50 | 4.24 | 0.90 |
| 85 Adjust inventory guides and order points | 4.00 | 0.67 | 4.47 | 0.83 | 3.50 | 2.12 | 4.50 | 0.58 | 4.18 | 0.88 |
| 86 Make out stock orders | 4.50 | 0.85 | 4.40 | 0.74 | 4.00 | 1.41 | 4.50 | 0.58 | 4.27 | 0.98 |
| 87 Read print-out from computerized inventory | 3.89 | 0.93 | 4.13 | 0.83 | 3.50 | 2.12 | 3.50 | 0.58 | 3.88 | 0.71 |
| 88 Determine economic order quantity | 4.10 | 1.20 | 4.00 | 0.65 | 3.50 | 2.12 | 4.00 | 1.41 | 3.88 | 1.11 |
| 89 Make decisions on increasing or reducing inventory | 4.60 | 0.70 | 4.13 | 0.92 | 3.50 | 2.12 | 4.50 | 0.58 | 4.21 | 0.93 |
| 90 Understand inventory management theory | 4.50 | 0.85 | 4.27 | 1.03 | 4.50 | 0.71 | 3.75 | 1.26 | 4.18 | 1.04 |
| 91 Keep business records | 4.33 | 0.71 | 3.73 | 1.03 | 4.00 | 1.41 | 4.00 | 0.82 | 3.97 | 0.93 |
| 92 Other | ---- | | ---- | | ----- | | ---- | | ---- | |
| Composite Response | 4.01 | 0.98 | 3.88 | 1.03 | 3.94 | 1.07 | 3.80 | 1.04 | 3.86 | 1.05 |

Table E

RANK ORDER BY TOTAL MEAN RESPONSE

Attitudes and Values APMS 1

| Rank Order | Total $\bar{X}$ | Total S.D. | Item No. | STATEMENT | OMIT | NN | AO | R | SR | E |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 4.78 | 0.42 | 12 | Be able to get along with other employees..... | 7 | 0 | 0 | 0 | 21 | 72 |
| 2 | 4.67 | 0.55 | 15 | Respect the decisions of superiors..... | 7 | 0 | 0 | 3 | 24 | 66 |
| 3 | 4.63 | 0.49 | 13 | Show respect for company tools and equipment..... | 7 | 0 | 0 | 0 | 34 | 59 |
| 4 | 4.56 | 0.51 | 21 | Be service minded toward customers..... | 7 | 0 | 0 | 0 | 41 | 52 |
| 5 | 4.56 | 0.64 | 14 | Show loyalty to employer..... | 7 | 0 | 0 | 7 | 28 | 58 |
| 6 | 4.52 | 0.73 | 25 | Read and interpret catalog information..... | 0 | 0 | 3 | 7 | 24 | 66 |
| 7 | 4.48 | 0.75 | 10 | Concerned with the business' reputation in the community..... | 7 | 0 | 3 | 3 | 31 | 56 |
| 8 | 4.45 | 0.63 | 28 | Keep informed on product knowledge..... | 0 | 0 | 0 | 7 | 41 | 52 |
| 9 | 4.41 | 0.64 | 20 | Be able to perform under pressure..... | 7 | 0 | 0 | 7 | 41 | 45 |
| 10 | 4.41 | 0.69 | 11 | Willing to improve own professional status..... | 7 | 0 | 3 | 0 | 45 | 45 |
| 11 | 4.41 | 0.69 | 16 | Resolve customer complaints in a business-like manner.... | 7 | 0 | 0 | 10 | 34 | 49 |
| 12 | 4.38 | 0.68 | 23 | Be on time..... | 0 | 0 | 0 | 10 | 41 | 49 |
| 13 | 4.34 | 0.72 | 26 | Use proper telephone techniques..... | 0 | 0 | 0 | 14 | 38 | 48 |
| 14 | 4.30 | 0.91 | 8 | Effective verbal communication..... | 7 | 0 | 7 | 7 | 31 | 48 |

Table E (Cont'd)

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Attitudes and Values APMS 1

| Rank Order | Total $\bar{X}$ | Total S.D. | Item No. | STATEMENT | OMIT | NN | AO | R | SR | E |
|---|---|---|---|---|---|---|---|---|---|---|
| 15 | 4.26 | 0.53 | 9 | Provide good example for subordinates | 7 | 0 | 0 | 3 | 62 | 28 |
| 16 | 4.21 | 0.73 | 24 | Be concerned with one's personal appearance | 0 | 0 | 0 | 17 | 45 | 38 |
| 17 | 4.17 | 0.71 | 27 | Sell related items | 0 | 0 | 0 | 17 | 48 | 35 |
| 18 | 4.18 | 0.80 | 32 | Correctly use terminology found in industry | 0 | 0 | 3 | 14 | 45 | 38 |
| 19 | 4.14 | 0.88 | 31 | Read and interpret technical bulletins | 0 | 0 | 0 | 31 | 24 | 45 |
| 20 | 4.10 | 0.72 | 34 | Supervise others | 0 | 0 | 0 | 21 | 48 | 31 |
| 21 | 4.03 | 0.82 | 22 | Practice good housekeeping | 0 | 0 | 0 | 32 | 34 | 34 |
| 22 | 3.97 | 0.87 | 30 | Understand operating principles of vehicle systems | 0 | 0 | 3 | 28 | 38 | 31 |
| 23 | 3.85 | 0.95 | 17 | Understand the role your business plays in society | 7 | 3 | 3 | 17 | 21 | 49 |
| 24 | 3.70 | 1.03 | 19 | Understand why people act the way they do | 7 | 3 | 7 | 24 | 38 | 21 |
| 25 | 3.67 | 0.83 | 18 | Willing to work beyond normal business hours | 7 | 0 | 3 | 42 | 31 | 17 |
| 26 | 3.48 | 0.95 | 33 | Provide customers with technical know-how | 0 | 0 | 14 | 41 | 28 | 17 |
| 27 | 3.43 | 1.00 | 29 | Be able to use the metric system | 3 | 0 | 21 | 28 | 34 | 14 |
| 28 | -- | -- | 35 | Other | 24 | -- | -- | -- | -- | 5 |

## Operational Knowledge and Skills APMS 2

| Rank Order | Total $\bar{X}$ | Total S.D. | Item No. | STATEMENT | OMIT | NN | AO | R | SR | E |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 4.47 | 0.65 | 63 | Take physical inventory | 3 | 0 | 0 | 8 | 35 | 54 |
| 2 | 4.43 | 0.83 | 39 | Use pricing schedule | 0 | 0 | 5 | 5 | 30 | 60 |
| 3 | 4.41 | 1.07 | 43 | Fill out invoices for at-the-counter transactions | 0 | 0 | 13.5 | 3 | 13.5 | 70 |
| 4 | 4.27 | 0.87 | 51 | Operate adding machine/calculator | 0 | 0 | 3 | 19 | 27 | 51 |
| 5 | 4.11 | 1.02 | 38 | Maintain catalogs with revisions and supplements | 0 | 0 | 14 | 5 | 38 | 43 |
| 6 | 4.05 | 0.94 | 47 | Properly handle special/emergency ordered parts | 0 | 0 | 8 | 16 | 38 | 38 |
| 7 | 4.03 | 1.17 | 48 | Calculate discounts | 0 | 3 | 13.5 | 8 | 30 | 45.5 |
| 8 | 4.00 | 1.20 | 49 | Balance daily cash | 0 | 5 | 5 | 22 | 19 | 49 |
| 9 | 3.89 | 0.98 | 36 | Expedite parts for emergency needs | 2.5 | 0 | 11 | 19 | 38 | 29.5 |
| 10 | 3.89 | 1.10 | 37 | Set up counter catalogs | 0 | 0 | 19 | 8 | 38 | 35 |
| 11 | 3.81 | 1.02 | 44 | Receive stock order | 0 | 0 | 13.5 | 22 | 35 | 29.5 |
| 12 | 3.76 | 1.14 | 53 | Operate cash register | 0 | 2.5 | 11 | 29.5 | 22 | 35 |
| 13 | 3.72 | 1.16 | 41 | Post sales and receipts to inventory cards | 3 | 5 | 11 | 16 | 38 | 27 |
| 14 | 3.59 | 1.28 | 42 | Set up and maintain a customer discount schedule | 0 | 4 | 19 | 26 | 16 | 35 |
| 15 | 3.49 | 1.07 | 45 | Keep record of lost sales | 0 | 3 | 19 | 22 | 40 | 16 |

Table E (Cont'd)

Operational Knowledge and Skills APMS 2

| Rank Order | Total $\bar{X}$ | Total S.D. | Item No. | STATEMENT | OMIT | NN | AO | R | SR | E |
|---|---|---|---|---|---|---|---|---|---|---|
| 16 | 3.32 | 1.1[illegible] | 40 | Set up merchandising displays | 0 | 5.5 | 16 | 35.5 | 27 | 16 |
| 17 | 3.30 | 1.24 | 46 | Set up efficient delivery route | 0 | 11 | 16 | 22 | 35 | 16 |
| 18 | 3.22 | 1.13 | 54 | Operate automatic inventory control keyboard | 0 | 8 | 16 | 35 | 27 | 14 |
| 19 | 3.14 | 1.02 | 55 | Use precision measuring tools | 3 | 5 | 19 | 38 | 27 | 8 |
| 20 | 3.08 | 1.23 | 56 | Know names and use of hand tools | 3 | 11 | 19 | 35 | 16 | 16 |
| 21 | 2.51 | 1.30 | 52 | Operate billing/accounting machine | 0 | 30 | 19 | 32 | 8 | 11 |
| 22 | 2.46 | 1.10 | 50 | Know how to type | 0 | 24 | 24 | 35 | 14 | 3 |
| 23 | 2.19 | 1.35 | 57 | Know how to mix paint | 3 | 43 | 19 | 16 | 11 | 8 |
| 24 | 1.86 | 1.05 | 58 | Operate valve refacing and seat grinding equipment | 3 | 45.5 | 29.5 | 14 | 5 | 3 |
| 25 | 1.86 | 1.05 | 59 | Operate brake drum/rotor lathe | 3 | 45.5 | 29.5 | 14 | 5 | 3 |
| 26 | 1.81 | 0.98 | 60 | Operate resurfacing machine | 3 | 45.5 | 32 | 13.5 | 3 | 3 |
| 27 | 1.81 | 0.98 | 61 | Perform maintenance services to vehicle (lube, tune up, etc) | 3 | 45.5 | 32 | 13.5 | 3 | 3 |
| 28 | 1.69 | 0.95 | 62 | Overhaul assemblies on, or off, the vehicle | 3 | 51 | 32 | 8 | 3 | 3 |
| 29 | -- | -- | 64 | Other | 89 | 0 | 0 | 0 | 3 | 8 |

Table E (Cont'd)

Management Knowledge and Skills APMS 3

| Rank Order | Total $\bar{X}$ | Total S.D. | Item No. | STATEMENT | OMIT | NN | AO | R | SR | E |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 4.41 | 0.67 | 68 | Set up and enforce policies and procedures..... | 3 | 0 | 0 | 9 | 39 | 49 |
| 2 | 4.39 | 0.79 | 83 | Proper handling of cores (rebuildable items) for credit.. | 0 | 0 | 3 | 9 | 33 | 55 |
| 3 | 4.39 | 0.83 | 76 | Know methods for increasing sales..... | 0 | 0 | 6 | 3 | 36 | 55 |
| 4 | 4.36 | 0.82 | 73 | Determine necessary profit margin..... | 0 | 3 | 0 | 3 | 45 | 49 |
| 5 | 4.27 | 0.98 | 86 | Make out stock orders..... | 0 | 3 | 0 | 18 | 24 | 55 |
| 6 | 4.25 | 0.80 | 69 | Select and train staff..... | 3 | 0 | 3 | 12 | 39 | 43 |
| 7 | 4.24 | 0.90 | 84 | Calculate inventory turnover..... | 0 | 0 | 3 | 21 | 24 | 52 |
| 8 | 4.21 | 0.93 | 89 | Make decisions on increasing or reducing inventory..... | 0 | 0 | 3 | 24 | 21 | 52 |
| 9 | 4.18 | 0.88 | 85 | Adjust inventory guides and order points..... | 0 | 0 | 3 | 21 | 30 | 46 |
| 10 | 4.18 | 1.04 | 90 | Understand inventory management theory..... | 0 | 0 | 9 | 18 | 18 | 55 |
| 11 | 3.97 | 0.93 | 91 | Keep business records..... | 3 | 0 | 6 | 25 | 33 | 33 |
| 12 | 3.97 | 1.02 | 72 | Establish credit procedures..... | 0 | 3 | 6 | 15 | 43 | 33 |
| 13 | 3.88 | 0.91 | 87 | Read print-out from computerized inventory..... | 3 | 0 | 6 | 27 | 37 | 27 |
| 14 | 3.88 | 1.11 | 88 | Determine economic order quantity..... | 0 | 6 | 6 | 12 | 46 | 30 |

Table E (Cont'd)

Management Knowledge and Skills APMS 3

| Rank Order | Total $\bar{X}$ | Total S.D. | Item No. | STATEMENT | OMIT | NN | AO | R | SR | E |
|---|---|---|---|---|---|---|---|---|---|---|
| 15 | 3.82 | 0.95 | 74 | Plan for business expansion | 0 | 3 | 3 | 27 | 43 | 24 |
| 16 | 3.82 | 1.04 | 82 | Decide on stocking quality and/or promotional brands | 0 | 3 | 6 | 27 | 34 | 30 |
| 17 | 3.81 | 0.90 | 65 | Know distribution channels | 3 | 0 | 12 | 12 | 55 | 18 |
| 18 | 3.73 | 1.15 | 71 | Analyze financial statement | 0 | 6 | 9 | 18 | 40 | 27 |
| 19 | 3.66 | 1.10 | 80 | Determine market coverage | 3 | 0 | 13 | 25 | 34 | 25 |
| 20 | 3.58 | 0.94 | 78 | Design floor plans for storage and sales areas | 0 | 0 | 15 | 27 | 43 | 15 |
| 21 | 3.52 | 1.20 | 81 | Make decisions on changing lines/brands | 0 | 9 | 9 | 24 | 37 | 21 |
| 22 | 3.48 | 1.33 | 79 | Determine initial stock | 0 | 6 | 21 | 24 | 15 | 34 |
| 23 | 3.45 | 0.99 | 67 | Establish security system | 6 | 0 | 21 | 21 | 40 | 12 |
| 24 | 3.39 | 0.97 | 77 | Design a parts store or department | 0 | 3 | 15 | 30 | 43 | 9 |
| 25 | 3.27 | 1.04 | 75 | Conduct a local market analysis | 0 | 9 | 6 | 49 | 24 | 12 |
| 26 | 3.15 | 1.09 | 70 | Develop employee compensation plan | 0 | 6 | 21 | 36 | 25 | 12 |
| 27 | 2.84 | 0.99 | 66 | Know automotive history | 0 | 6 | 33 | 33 | 25 | 3 |
| 28 | -- | -- | 92 | Other | 82 | 0 | 3 | 0 | 3 | 12 |

# APPENDIX B INDEX


| | Page |
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| Document I - Questionnaire APMS 1 ..... | 34 |
| Document II - Questionnaire APMS 2 ..... | 38 |
| Document III - Questionnaire APMS 3 ..... | 42 |
| Document IV - Cover Letter ..... | 46 |

# AUTOMOTIVE PARTS MANAGEMENT SURVEY

Directions: It is requested that the following survey be completed by management or supervisory persons in the automotive parts industry. The information obtained from this survey will be used to revise the curriculum for a two-year, college level, program in Automotive Replacement (Parts) Management.

Kindly check the response that best describes your situation. If you wish to comment use the "Other" space where provided.

## BACKGROUND INFORMATION

1. Which of the following best describes your type of business?

( ) 1. Affiliation with NAPA, APS, etc.
( ) 2. Franchised Dealer
( ) 3. Independent
( ) 4. Other_____

2. Number of full-time employees in your parts business?

( ) 1. 1 - 3
( ) 2. 4 - 10
( ) 3. 11 - 20
( ) 4. More than 20

3. What is your place of employment?

( ) 1. Jobber Store
( ) 2. New Vehicle Dealership
( ) 3. Redistributing Jobber
( ) 4. Warehouse Distributor
( ) 5. Manufacturer
( ) 6. Other_____

4. What is you present position?

( ) 1. Owner
( ) 2. Manager
( ) 3. employee
( ) 4. Salesperson
( ) 5. Representative
( ) 6. Other_____

5. Where did you receive the formal training for your position? (Check only one)

( ) 1. On-the-job
( ) 2. Military school
( ) 3. Manufacturer's training center
( ) 4. Vocational-Technical school
( ) 5. College or University
( ) 6. Other_____

6. Number of years of experience in the automotive parts business?

( ) 1. Less than 1
( ) 2. 1 - 3
( ) 3. 4 - 10
( ) 4. 11 - 20
( ) 5. Over 20

7. What is the highest level of formal education you have completed?

( ) 1. Less than high school
( ) 2. High school diploma or equivalent
( ) 3. Vocational school diploma
( ) 4. Technical school degree
( ) 5. Some college
( ) 6. Two-year college degree
( ) 7. Four-year college degree
( ) 8. Other_____

APMS1 (over)

Directions: Each of the statements throughout this questionaire suggests an area of knowledge, or skills, generally required by management/supervisory personnel in the automotive parts industry.

On the weighted response scale circle the number to indicate the degree of importance you feel that area of knowledge, or skill, is to persons who are preparing themselves for employment in a management or management trainee position in this industry.

SCALE WEIGHT:

1. NN, Not Needed - Can function without this knowledge or skill.
2. AO, Aware Of - Needs an introduction to this knowledge or skill.
3. R , Recommended - Occasional need, but not essential.
4. SR, Strongly Recommended - Working knowledge, or skill required
5. E , Essential - Will be ineffective on the job without this knowledge or skill. Probably would not hire a person without this knowledge or skill.

ATTITUDES and VALUES

| | NN | AO | R | SR | E |
|---|---|---|---|---|---|
| 8. Effective verbal communication..... | 1 | 2 | 3 | 4 | 5 |
| 9. Provide good example for subordinates..... | 1 | 2 | 3 | 4 | 5 |
| 10. Concerned with the business' reputation in the community..... | 1 | 2 | 3 | 4 | 5 |
| 11. Willing to improve own professional status..... | 1 | 2 | 3 | 4 | 5 |
| 12. Be able to get along with other employees..... | 1 | 2 | 3 | 4 | 5 |
| 13. Show respect for company tools and equipment..... | 1 | 2 | 3 | 4 | 5 |
| 14. Show loyalty to employer..... | 1 | 2 | 3 | 4 | 5 |
| 15. Respect the decisions of superiors..... | 1 | 2 | 3 | 4 | 5 |
| 16. Resolve customer complaints in a business-like manner..... | 1 | 2 | 3 | 4 | 5 |
| 17. Understand the role your business plays in society..... | 1 | 2 | 3 | 4 | 5 |
| 18. Willing to work beyond normal business hours..... | 1 | 2 | 3 | 4 | 5 |
| 19. Understand why people act the way they do..... | 1 | 2 | 3 | 4 | 5 |
| 20. Be able to perform under pressure..... | 1 | 2 | 3 | 4 | 5 |
| 21. Be service minded toward customers..... | 1 | 2 | 3 | 4 | 5 |

(Go to nextpage)

Note: Keep in mind that you are rating the knowledge and skills you desire a beginning management level employee, with a two-year college degree to possess.

1. NN, Not Needed, 2. AO, Aware Of, 3. R, Recommended, 4. SR, Strongly Recommended, 5. E, Essential.

| | NN | AO | R | SR | E |
|---|---|---|---|---|---|
| 22. Practice good housekeeping..... | 1 | 2 | 3 | 4 | 5 |
| 23. Be on time..... | 1 | 2 | 3 | 4 | 5 |
| 24. Be concerned with one's personal appearance..... | 1 | 2 | 3 | 4 | 5 |
| 25. Read and interpret catalog information..... | 1 | 2 | 3 | 4 | 5 |
| 26. Use proper telephone techniques..... | 1 | 2 | 3 | 4 | 5 |
| 27. Sell related items..... | 1 | 2 | 3 | 4 | 5 |
| 28. Keep informed on product knowledge..... | 1 | 2 | 3 | 4 | 5 |
| 29. Be able to use the metric system..... | 1 | 2 | 3 | 4 | 5 |
| 30. Understand operating principles of vehicle systems..... | 1 | 2 | 3 | 4 | 5 |
| 31. Read and interpret technical bulletins..... | 1 | 2 | 3 | 4 | 5 |
| 32. Correctly use terminology found in industry..... | 1 | 2 | 3 | 4 | 5 |
| 33. Provide customers with technical know-how..... | 1 | 2 | 3 | 4 | 5 |
| 34. Supervise others..... | 1 | 2 | 3 | 4 | 5 |
| 35. Other_____ | 1 | 2 | 3 | 4 | 5 |

Comments

You have now completed the survey questionaire. Please return according to the directions given. Thank you.

Sincerely,

Edward J. Kuehn

South Georgia College

Douglas, Georgia 31533
912-384-1100

Edward J. Kuehn, Director/Instructor
Automotive Parts Management Program
South Georgia College
Douglas, Georgia 31533

(Fold & Staple)

# AUTOMOTIVE PARTS MANAGEMENT SURVEY

Directions: It is requested that the following survey be completed by management or supervisory persons in the automotive parts industry. The information obtained from this survey will be used to revise the curriculum for a two-year, college level, program in Automotive Replacement (Parts) Management.

Kindly check the response that best describes your situation. If you wish to comment use the "Other" space where provided.

## BACKGROUND INFORMATION

1. Which of the following best describes your type of business?

( ) 1. Affiliation with NAPA, APS, etc.
( ) 2. Franchised Dealer
( ) 3. Independent
( ) 4. Other_____

2. Number of full-time employees in your parts business?

( ) 1. 1 - 3
( ) 2. 4 - 10
( ) 3. 11 - 20
( ) 4. More than 20

3. What is your place of employment?

( ) 1. Jobber Store
( ) 2. New Vehicle Dealership
( ) 3. Redistributing Jobber
( ) 4. Warehouse Distributor
( ) 5. Manufacturer
( ) 6. Other_____

4. What is you present position?

( ) 1. Owner
( ) 2. Manager
( ) 3. employee
( ) 4. Salesperson
( ) 5. Representative
( ) 6. Other_____

5. Where did you receive the formal training for your position? (Check only one)

( ) 1. On-the-job
( ) 2. Military school
( ) 3. Manufacturer's training center
( ) 4. Vocational-Technical school
( ) 5. College or University
( ) 6. Other_____

6. Number of years of experience in the automotive parts business?

( ) 1. Less than 1
( ) 2. 1 - 3
( ) 3. 4 - 10
( ) 4. 11 - 20
( ) 5. Over 20

7. What is the highest level of formal education you have completed?

( ) 1. Less than high school
( ) 2. High school diploma or equivalent
( ) 3. Vocational school diploma
( ) 4. Technical school degree
( ) 5. Some college
( ) 6. Two-year college degree
( ) 7. Four-year college degree
( ) 8. Other_____

Directions: Each of the statements throughout this questionaire suggests an area of knowledge, or skills, generally required by management/supervisory personnel in the automotive parts industry.

On the weighted response scale circle the number to indicate the degree of importance you feel that area of knowledge, or skill, is to persons who are preparing themselves for employment in a management or management trainee position in this industry.

SCALE WEIGHT:

1. NN, Not Needed - Can function without this knowledge or skill.
2. AO, Aware Of - Needs an introduction to this knowledge or skill.
3. R , Recommended - Occasional need, but not essential.
4. SR, Strongly Recommended - Working knowledge, or skill required.
5. E , Essential - Will be ineffective on the job without this knowledge or skill. Probably would not hire a person without this knowledge or skill.

OPERATIONAL KNOWLEDGE and SKILLS

| | NN | AO | R | SR | E |
|---|---|---|---|---|---|
| 36. Expedite parts for emergency needs..... | 1 | 2 | 3 | 4 | 5 |
| 37. Set up counter catalogs..... | 1 | 2 | 3 | 4 | 5 |
| 38. Maintain catalogs with revisions and supplements..... | 1 | 2 | 3 | 4 | 5 |
| 39. Use pricing schedule..... | 1 | 2 | 3 | 4 | 5 |
| 40. Set up merchandising displays..... | 1 | 2 | 3 | 4 | 5 |
| 41. Post sales and receipts to inventory cards..... | 1 | 2 | 3 | 4 | 5 |
| 42. Set up and maintain a customer discount schedule..... | 1 | 2 | 3 | 4 | 5 |
| 43. Fill out invoices for at-the-counter transactions..... | 1 | 2 | 3 | 4 | 5 |
| 44. Receive stock order..... | 1 | 2 | 3 | 4 | 5 |
| 45. Keep record of lost sales..... | 1 | 2 | 3 | 4 | 5 |
| 46. Set up efficient delivery route..... | 1 | 2 | 3 | 4 | 5 |
| 47. Properly handle special/emergency ordered parts..... | 1 | 2 | 3 | 4 | 5 |
| 48. Calculate discounts..... | 1 | 2 | 3 | 4 | 5 |
| 49. Balance daily cash..... | 1 | 2 | 3 | 4 | 5 |

(Go to next page)

## OPERATIONAL KNOWLEDGE and SKILLS (Cont'd)

Note: Keep in mind that you are rating the knowledge and skills you desire a beginning management level employee, with a two-year college degree to possess.

1. NN, Not Needed. 2. AO, Aware Of. 3. R, Recommended. 4. SR, Strongly Recommended. 5. E, Essential.

| | NN | AO | R | SR | E |
|---|---|---|---|---|---|
| 50. Know how to type..... | 1 | 2 | 3 | 4 | 5 |
| 51. Operate adding machine/calculator..... | 1 | 2 | 3 | 4 | 5 |
| 52. Operate billing/accounting maching..... | 1 | 2 | 3 | 4 | 5 |
| 53. Operate cash register..... | 1 | 2 | 3 | 4 | 5 |
| 54. Operate automatic inventory control keyboard..... | 1 | 2 | 3 | 4 | 5 |
| 55. Use precision measuring tools..... | 1 | 2 | 3 | 4 | 5 |
| 56. Know names and use of hand tools..... | 1 | 2 | 3 | 4 | 5 |
| 57. Know how to mix paint..... | 1 | 2 | 3 | 4 | 5 |
| 58. Operate valve refacing and seat grinding equipment..... | 1 | 2 | 3 | 4 | 5 |
| 59. Operate brake drum/rotor lathe..... | 1 | 2 | 3 | 4 | 5 |
| 60. Operate resurfacing machine..... | 1 | 2 | 3 | 4 | 5 |
| 61. Perform maintenance services to vehicle (lube,tune up, etc).. | 1 | 2 | 3 | 4 | 5 |
| 62. Overhaul assemblies on, or off, the vehicle..... | 1 | 2 | 3 | 4 | 5 |
| 63. Take physical inventory..... | 1 | 2 | 3 | 4 | 5 |
| 64. Other_____ | 1 | 2 | 3 | 4 | 5 |

Comments

You have now completed the survey questionaire. Please return according to the directions given. Thank you.

Sincerely,

Edward J. Kuehn

South Georgia College

Douglas, Georgia 31533
912-384-1100

Edward J. Kuehn, Director/Instructor
Automotive Parts Management Program
South Georgia College
Douglas, Georgia 31533

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( ) 6. Other_____

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( ) 4. 11 - 20
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7. What is the highest level of formal education you have completed?

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( ) 4. Technical school degree
( ) 5. Some college
( ) 6. Two-year college degree
( ) 7. Four-year college degree
( ) 8. Other_____

Directions: Each of the statements throughout this questionaire suggests an area of knowledge, or skills, generally required by management/supervisory personnel in the automotive parts industry.

On the weighted response scale circle the number to indicate the degree of importance you feel that area of knowledge, or skill, is to persons who are preparing themselves for employment in a management or management trainee position in this industry.

SCALE WEIGHT:

1. NN, Not Needed - Can function without this knowledge or skill.
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5. E, Essential - Will be ineffective on the job without this knowledge or skill. Probably would not hire a person without this knowledge or skill.

MANAGEMENT KNOWLEDGE and SKILLS

| | NN | AO | R | SR | E |
|---|---|---|---|---|---|
| 65. Know distribution channels..... | 1 | 2 | 3 | 4 | 5 |
| 66. Know automotive history..... | 1 | 2 | 3 | 4 | 5 |
| 67. Establish security system..... | 1 | 2 | 3 | 4 | 5 |
| 68. Set up and enforce policies and procedures..... | 1 | 2 | 3 | 4 | 5 |
| 69. Select and train staff..... | 1 | 2 | 3 | 4 | 5 |
| 70. Develop employee compensation plan..... | 1 | 2 | 3 | 4 | 5 |
| 71. Analyze financial statement..... | 1 | 2 | 3 | 4 | 5 |
| 72. Establish credit procedures..... | 1 | 2 | 3 | 4 | 5 |
| 73. Determine necessary profit margin..... | 1 | 2 | 3 | 4 | 5 |
| 74. Plan for business expansion..... | 1 | 2 | 3 | 4 | 5 |
| 75. Conduct a local market analysis..... | 1 | 2 | 3 | 4 | 5 |
| 76. Know methods for increasing sales..... | 1 | 2 | 3 | 4 | 5 |
| 77. Design a parts store or department..... | 1 | 2 | 3 | 4 | 5 |
| 78. Design floor plans for storage and sales areas..... | 1 | 2 | 3 | 4 | 5 |

(Go to next page)

Note: Keep in mind that you are rating the knowledge and skills you desire a beginning management level employee, with a two-year college degree to possess.

1. NN, Not Needed. 2. AO, Aware Of. 3. R, Recommended. 4. SR, Strongly Recommended. 5. E, Essential.

| | NN | AO | R | SR | E |
|---|---|---|---|---|---|
| 79. Determine initial stock..... | 1 | 2 | 3 | 4 | 5 |
| 80. Determine market coverage..... | 1 | 2 | 3 | 4 | 5 |
| 81. Make decisions on changing lines/brands..... | 1 | 2 | 3 | 4 | 5 |
| 82. Decide on stocking quality and/or promotional brands..... | 1 | 2 | 3 | 4 | 5 |
| 83. Proper handling of cores (rebuildable items) for credit..... | 1 | 2 | 3 | 4 | 5 |
| 84. Calculate inventory turnover..... | 1 | 2 | 3 | 4 | 5 |
| 85. Adjust inventory guides and order points..... | 1 | 2 | 3 | 4 | 5 |
| 86. Make out stock orders..... | 1 | 2 | 3 | 4 | 5 |
| 87. Read print-out from computerized inventory..... | 1 | 2 | 3 | 4 | 5 |
| 88. Determine economic order quantity..... | 1 | 2 | 3 | 4 | 5 |
| 89. Make decisions on increasing or reducing inventory..... | 1 | 2 | 3 | 4 | 5 |
| 90. Understand inventory management theory..... | 1 | 2 | 3 | 4 | 5 |
| 91. Keep business records..... | 1 | 2 | 3 | 4 | 5 |
| 92. Other_____ | 1 | 2 | 3 | 4 | 5 |

Comments

You have now completed the survey questionaire. Please return according to the directions given. Thank you.

Sincerely,

Edward J. Kuehn

South Georgia College

Douglas, Georgia 31533
912-384-1100

Edward J. Kuehn, Director/Instructor
Automotive Parts Management Program
South Georgia College
Douglas, Georgia 31533

(Fold & Staple)

South Georgia College

Douglas, Georgia 31533
912-384-1100

Dear Manager:

Your expertise in the automotive parts business is a valuable asset. In this regard the Business Administration Division at South Georgia College wishes to draw upon your expertise to help us revise and improve the Automotive Replacement (Parts) Management Program.

The position for which students taking this program are preparing is in first line supervision or management. With this in mind we are asking for your opinions when filling out the questionaire as there are no completely right or wrong answers.

The attached opinion survey is one section of a three part questionaire. The various sections of this questionaire were sent out randomly so that more businesses could participate without imposing upon any one person for too much time.

If you wish to have a summary of this survey kindly provide your name and address when you return the completed questionaire.

Fold and staple so the stamped/addressed portion on the back shows and drop it in the mail.

Sincerely,

Edward J. Kuehn

UNIVERSITY OF CALIF.
LOS ANGELES

JUN 23 1978

CLEARINGHOUSE FOR
JUNIOR COLLEGES